

Maryland National Guard

Determining Telework Position and Employee Suitability

Position Suitability

Initially, a particular position may not appear to be compatible with a telework arrangement; however, if the position is broken down into individual tasks, you may be able to identify tasks that could be accomplished in a telework setting. Work suitability depends on job content, rather than job title, type of appointment, or work schedule.

Telework is feasible for (1) work that requires critical thinking and writing, such as data analysis, research, policy development, reviewing grants or cases, and writing regulations, decisions, or reports; (2) telephone-intensive tasks, such as setting up a conference, obtaining information, and contacting customers; and (3) computer-oriented tasks, such as programming, data entry and processing, and word processing. Positions included in a Government-wide project on telework conducted in 1990 included writer/editor, scientist, investigator, psychologist, environmental engineer, budget analyst, tax examiner, and computer scientist.

Some work may not be suitable for teleworking. This is the case for jobs that require the employee's physical presence on the job. Also, the use of regular telework for supervisors and managers should be considered with great care. The physical presence of supervisors to direct, plan, organize, and prioritize at the worksite is an important element of their job. It is also true for jobs in which the employees need to have extensive face-to-face contact with their supervisor, other employees, clients, or the public. Positions that require access to material that cannot be moved from the regular office may not be suitable for telework. Additionally, there may be security issues that prevent the work from being accomplished at an alternative worksite. Trainee and entry level positions, especially those employees still serving a trial period, may not be suitable for telework.

Your challenge as a supervisor is to consider each position thoroughly and determine whether there is any potential to create a telework opportunity. The telework frequently might be for one day a week, or one day every two weeks. What is critical is that any position is not automatically ruled out as telework-suitable.

Employee Suitability and Selecting Employees

One of the major challenges for supervisors is determining who is a candidate for telework. As a starting point, you, the supervisor, should view all positions and employees as eligible for telework. As a supervisor, it is important that you make good decisions about which employees have potential as teleworkers. Sometimes it is difficult to discuss this with an employee. You may anticipate that an interested employee is not really a good candidate for a telework situation. You may be concerned that if you let one person telework, all of your employees will want to telework. You may worry about control of the workforce and workload. These are legitimate concerns. Remember that you decide whether a position and an employee are appropriate for telework. To assist

you in your decision, we suggest you use an employee screening tool such as the decision process described below. Employees who telework must be very well organized and have effective communication skills.

The Decision Process

The decision process is made easier by using a screening tool that both supervisor and employee complete and then use as a basis for discussion. The value of a screening tool for the employee is that it can help the employee understand why he or she may not be a suitable candidate in a particular job for telework. This also provides a common source of information that can be used to generate a positive discussion between employees and their supervisors. The factors listed below allow you to rate an employee on characteristics that lead to success in telework and then discuss the results with them. The ability for the employee to be flexible, be a self-starter, and enjoy the solitude of working at home should be discussed.

The decision to telework should be based on the ability of an employee to work in a setting that may be in his or her home or in a telework center, without immediate supervision. A supervisor and an employee, as a basis for discussing the option of telework and the appropriateness of this for a particular employee, may use the following factors. Both the employee and the supervisor should independently complete the assessment.

Please rate your employee, and allow the employee to rate himself or herself, using the following scale (5-Always, 4-Usually, 3-Sometimes, 2-Rarely, 1-Never)

- Employee works without regular monitoring/supervision.
- Employee demonstrates dependability and the ability to handle responsibility.
- Employee independently identifies required work products.
- Employee successfully plans work production schedule.
- Employee effectively prioritizes work and utilizes good time management skills.
- Employee communicates roadblocks to successful completion of a task or project in sufficient time to allow for alterations that improve the opportunity for success.
- Employee meets deadlines.
- Employee is computer literate.

If you determine that an employee can adjust to a telework situation, approval should be given. If you have concerns, they need to be clearly articulated. If they are significant enough that you cannot approve the employee's request to telework, develop a plan with goals the employee must meet in order to be considered for a telework arrangement at a later time.

As a supervisor, your decision process will be driven by our agency's policy and the stipulations it makes for employees considered appropriate for telework, as well as your own assessment. It is important to be consistent in making your decisions.

Potential Telework Positions

The following list of positions and occupational series is not intended to be an all-inclusive list, however, these positions do meet the intent of the telework concept. Tasks that are suitable for teleworking include analysis, evaluation, auditing, reports, typing, calculating, preparing budgets, writing, computer programming, preparing contracts, data entry, project management, design work, reading, drafting, record keeping, editing and research. These positions are involved in these activities at least 25% of the time. Where the position is assigned in the organization is an important part of the supervisory discretion determining whether or not it is appropriate for a telework arrangement. Consequently, if the position you were considering for a telework arrangement is not listed, that doesn't automatically disqualify it. The supervisor must consider each request individually to determine if a telework arrangement is acceptable in a particular situation. The work may be regular (the employee telecommutes on an established day) or situational (the employee telecommutes as needed). It is important to remember that telework/telecommute positions are not necessarily associated with automation and technology.

Army Positions	Occupational Series	Tech or AGR
Accounting Officer	GS-0510	Tech
Administrative Officer	GS-0341	Tech
Agency Program Coordinator (Travel Card)	GS-0303	Tech
AGR Manager	None	AGR
AMEDD Recruiter	None	AGR
Assistant Operations Officer	None	AGR
Auditor	GS-0501	Tech
Budget Analyst	GS-0560	Tech
Budget Assistant	GS-0561	Tech
Budget Technician	GS-0561	Tech
Chaplain	GS-0060	Tech
Chief Property Book Officer	None	AGR
Chief PSB	None	AGR
Chief SIB	None	AGR
Command Administrative Officer	GS-0340	Tech
Command Sergeant Major	None	AGR
Commander	None	AGR
Computer Assistant	GS-0335	Tech
Contract Specialist	GS-1102	Tech
Counter Drug Coordinator	None	AGR
Deputy Commander	None	AGR
Deputy Financial Manager	GS-0505	Tech
Deputy State Surgeon	GS-0671	Tech
Deputy USPFO	GS-0346	Tech
Director of Military Support	GS-0301	Tech
Director of Operations for Military Support (MSCA)	None	AGR
Education Services Specialist	GS-1740	Tech
EEO Officer	GS-0260	Tech
Environment Protection Specialist	GS-0028	Tech

Equipment Specialist	GS-1670	Tech
Executive Officer	None	AGR
Facility Management Specialist	GS-0802	Tech
Facility Manager	GS-1640	Tech
Financial Manager	GS-0505	Tech
Food Service Program Specialist	GS-0303	Tech
Force Development NCO	None	AGR
Force Integration Officer	None	AGR
Force Integration Readiness Analyst	GS-0301	Tech
Grants and Agreements Specialist	GS-1101	Tech
Health Systems Specialist	GS-0671	Tech
Historian	GS-0170	Tech
Human Resources Assistant	GS-0203	Tech
Human Resources Officer	GS-0201	Tech
Human Resources Officer	None	AGR
Human Resources Specialist	GS-0201	Tech
Industrial Hygienist	GS-0690	Tech
Industrial Hygienist Technician	GS-0640	Tech
Information Technology Specialist	GS-2210	Tech
Inspector General	GS-1801	Tech
Instructor	None	AGR
International Partnership Specialist	GS-0301	Tech
JAG	None	AGR
Legal Assistant	GS-0986	Tech
Logistics Management Officer	GS-0346	Tech
Maintenance Manager	GS-1601	Tech
Management Assistant	GS-0344	Tech
Military Personnel Officer	GS-0201	Tech
Military Support Officer	GS-0301	Tech
Mobilization Plans Officer	None	AGR
Mobilization Plans Specialist	GS-0301	Tech
Mobilization Readiness Officer	None	AGR
Mobilization Readiness Officer	GS-0301	Tech
Occupational Health Specialist	GS-0601	Tech
Officer Strength Manager	None	AGR
Operations and Training Officer	None	AGR
Operations Officer	None	AGR
Paralegal	None	AGR
Personnel NCO	None	AGR
Plans and Operations Specialist	GS-0301	Tech
Plans Operations and Training Officer	GS-0301	Tech
Program Analyst	GS-0343	Tech
Program Assistant	GS-0344	Tech
Public Affairs Specialist	GS-1035	Tech
Recruiting and Retention Manager	None	AGR
Recruiting and Retention NCO	None	AGR
Recruiting and Retention Specialist	None	AGR
Resource Manager	GS-0501	Tech
S-1 Officer	None	AGR

S-3 Officer	None	AGR
S-4 Officer	None	AGR
Safety and Occupational Health Manager	GS-0018	Tech
Safety Specialist	GS-0018	Tech
Security Specialist	GS-0080	Tech
Senior Enlisted Advisor	GS-0301	Tech
Senior Legal Non Commissioned Officer	None	AGR
Staff Accountant	GS-0510	Tech
State Construction and Facilities Manager	GS-0301	Tech
State Program Specialist	GS-0301	Tech
Supervisory Aircraft Pilot (SAO)	GS-2181	Tech
Supervisory Auditor	GS-0501	Tech
Supervisory Contract Specialist	GS-1102	Tech
Supervisory Environment Protection Specialist	GS-0028	Tech
Supervisory Financial Technician	GS-0503	Tech
Supervisory HR Specialist	GS-0201	Tech
Supervisory Human Resources Specialist	GS-0201	Tech
Supervisory Information Technology Specialist	GS-2210	Tech
Supervisory Logistic Management Specialist	GS-0346	Tech
Supply Management Specialist	GS-2003	Tech
Supply Systems Analyst	GS-2003	Tech
Support Services Specialist	None	AGR
Surface Maintenance Manager	GS-1601	Tech
Traffic Management Specialist	GS-2131	Tech
Training Administrator	GS-1712	Tech
Training Specialist	GS-1712	Tech
Training Technician	GS-1702	Tech

Air Positions	Occupational Series	Tech or AGR
Administrative Officer	GS-0341	AGR or Tech
Air Commander Pilot	GS-0301	AGR or Tech
Air Operations Officer Pilot Nav	GS-2101	AGR or Tech
Aircraft Maintenance Officer	GS-1601	AGR or Tech
Airplane Flight Instructor (Supervisor)	GS-2181	AGR or Tech
Budget Analyst	GS-0560	AGR or Tech
Contract Specialist	GS-1102	AGR or Tech
Deputy HRO	GS-0201	AGR or Tech
Disaster Preparedness Specialist	GS-0301	AGR or Tech
EEO Specialist	GS-0260	AGR or Tech
Environmental Scientist	GS-1301	AGR or Tech
Facility Manager	GS-1640	AGR or Tech
Financial Manager	GS-0505	AGR or Tech
Human Resources Specialist	GS-0201	AGR or Tech
Industrial Hygiene	GS-0690	AGR or Tech
Information Technology Specialist	GS-2210	AGR or Tech
Intelligence Operations Specialist	GS-0132	AGR or Tech
Logistician Chief of Maintenance	GS-0346	AGR or Tech
Logistics Management Officer	GS-0346	AGR or Tech
Logistics Management Specialist	GS-0346	AGR or Tech

Logistics Plans Craftsman	None	AGR
Management Analyst	GS-0343	AGR or Tech
Military Personnel Management Officer	GS-0341	AGR or Tech
Mission Support Officer	GS-0340	AGR or Tech
Quality Management Specialist	GS-0301	AGR or Tech
Readiness Craftsman	None	AGR
Recruiter	None	AGR
Recruiting Office Supervisory	None	AGR
Retention Office Manager	None	AGR
Safety and Occupational Health Manager	GS-0018	AGR or Tech
Supervisory Civil Engineer	GS-0810	AGR or Tech
Supervisory Contract Specialist	GS-1102	AGR or Tech
Supervisory Financial Technician	GS-0528	AGR or Tech
Supervisory Human Resource Specialist	GS-0201	AGR or Tech
Support Services Specialist	GS-0342	AGR or Tech
Training Technician	GS-1702	AGR or Tech
Vice Air Commander	GS-0340	AGR or Tech